

# Balancing Mission Success with Program Realities



John Frey  
September 2008

# BusinessWeek

## Imagine a world

in which socially responsible and eco-friendly practices actually boost a company's bottom line. It's closer than you think. **BY MICHAEL M. COOPER**



PLUS  
Chrysler  
Dr. Z's  
aerobics

### The Economist

What's new in the world  
What's going on  
What's happening  
What's interesting about it  
What's to watch



## The greening of America

# Forbes

## GE Goes Green

### 2ND-QTR SIZZLE PROFITS AT 900 COMPANIES

BY JEFFREY M. HARRIS

### PAYING FOR COLLEGE BEWARE OF THOSE HIGH 529 FEES

BY JEFFREY M. HARRIS

### TERRORISM WHAT COMPANIES STILL NEED TO DO

BY JEFFREY M. HARRIS

# Newsweek

## The Greenhouse Effect

Danger: More Hot Summers Ahead



The McGraw-Hill Companies

# BusinessWeek

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# GLOBAL WARMING

## Why Business Is Taking It So Seriously

BY JOHN CAREY OF 60

# SPECIAL REPORT GLOBAL WARMING

# TIME

## BE WORRIED. BE VERY WORRIED.

Global climate isn't just a scary  
future problem—it's already  
happening. The planet is so warming  
fast, it's hard to believe you can  
see and feel the effects.

EARTH AT THE TIPPING POINT  
HOW IT THREATENS YOUR HEALTH  
HOW CHINA & INDIA CAN HELP  
SAVE THE WORLD—OR DESTROY IT  
THE CLIMATE DEBATE

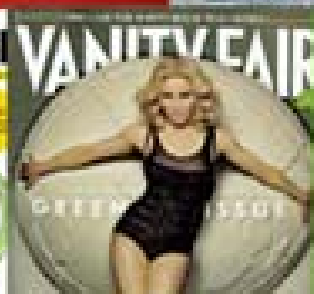


INSIDE THE STEROID PIPELINE STING  
A Tale of Two Cities: China and U.S. Just Months, on the way for the  
world's most important and powerful nations, the U.S. and China, are  
clashing over the issue of global warming.

# Sports Illustrated



## SPORTS AND GLOBAL WARMING As the Planet Changes,





# Perception is Reality



# Be One of the Team

- Clearly understand the mission objectives and constraints

*First seek to understand, then to be understood* (Habit 5, Covey)

- Add value first
- Clearly understand the mission implications of what you need done

*Think win-win* (Habit 4, Covey)



# Balance objectives with risks

- Identify the unintended consequences if risks aren't managed
- Don't get “functional fixity”
- Provide a cost-benefit analysis when possible
- Avoid using compliance as the justification to do something!
- Shoot for “*Environmental Sound Mission Success*”



# How about a current HP example?

- 80% Energy efficient power supplies for PC's
- Cost increase was about \$10-15/unit
- Increase in sales for Energy Star/EPEAT/other purchasers doesn't offset cost
- Customers generally unwilling to pay extra for this feature
- Minimize impact to our "mission" by driving volume, standardization, and reducing inventory and spare costs





# Questions

